

JOB CLASSIFICATION

OVERVIEW

It is the policy of the State of North Carolina to deliver its programs of service and achieve its objectives through sound management practices. A basic part of this practice is effective and economical job classification.

Job classification involves the design and control of individual positions to achieve a proper balance of values among the following management considerations:

- Number of positions
- Total cost of services
- Maximum use of scarce or costly workers' skills
- Maximum attraction, retention, and motivation of competent employees
- Provision for maximum development opportunities
- Effective use of work processes, equipment and techniques
- Clear delineation of duties and responsibilities

Good job classification reflects the composite resolution of these often conflicting values.

Job classification is inherently the responsibility of managers and supervisors. Staff assistance in this area is available through the Human Resources.

ROLE RELATIONSHIPS AND RESPONSIBILITIES IN THE JOB CLASSIFICATION FUNCTION

Managers, Agency Human Resources analysts and analysts in the Office of State Personnel have important roles in the job classification process.

Management's Role

It is management's role and responsibility to:

- Understand program goals and translate them into a plan of action
- Determine what organizational structure should exist
- Determine what work needs to be done
- Determine how the work should be accomplished
- Determine the number of positions that are needed and what work will be assigned to each
- Secure funds for positions through established channels

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- Make recommendations to the agency Human Resources analyst regarding classification and salary range levels

Agency Human Resources Analyst Role

It is important to note that this role will vary among agencies. For the purposes of this training, the responsibilities of a fully developed role include:

- Provide position design assistance to management as feasible
- Provide insight and explanation to management concerning the structure and operation of the classification, pay systems and information concerning other human resource functions
- Interview management and employees to gather sufficient job information for classification purposes
- Apply established job analysis procedures, techniques and provide documentation to support the agency's classification recommendations
- Apply and interpret Human Resources policy which affect classification
- Assist DHHS Human Resources, Job classification analysts and OSP. Job classification analysts in position reviews and class series studies
- Communicate and explain results of classification actions to management
- Consult with DHHS Job classification staff regarding interpretation of applications, standards and procedures
- Maintain system integrity within the Agency, Division and/or Institution

ANALYTICAL TOOLS OF THE TRADE

1. Job description

A job description is an official document describing in detail the aggregate duties of a position. It is a formalized statement of the duties, responsibilities and qualifications of the position. Its purpose is to identify the position and to define and describe its scope and content. It should be accurate, concise and complete.

In North Carolina State Government, the usual procedure is for the immediate supervisor to write the job description. The employee signs the job description certifying that it contains complete and accurate information. Additionally, the document must be signed by the Department Head as the reviewing official.

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2. Organizational Chart

Organizational charts are graphic representations of an organization and its sub-units. Organizational charts depict positions and indicate the supervisory/subordinate relationships among those positions.

3. Class Specifications

A class specification is a generalized description of the duties and responsibilities characteristic of positions, which comprise a class. It is not intended to describe all the duties of each position in the class but rather to give a composite view of the class as to set it apart from other classes. Class specifications should be utilized as a technical document that represents a class, not a position. The class specification should not be used to replace a job description; rather, for comparative purposes only.

4. Benchmarks

A benchmark is a description of a real position having duties and responsibilities typical of a group of jobs in an occupational category, described in terms of factors, which determine the level of the position or positions.

“WHERE DID THAT DECISION COME FROM?”

THINGS THAT COUNT IN A CLASSIFICATION DECISION:

Variety of Work – the range of work and the different kinds of work included in the position. It must be determined whether different kinds of work require related or unrelated methods, knowledge and skills.

Complexity of Work --nature and intricacy of tasks, steps, processes or methods in the work performed. Difficulty in identifying what needs to be done, difficulty involved in performing work. Complexity is dependent upon the degree of repetitiveness, frequency and variation of problems encountered, the extent to which established procedures exist and/or the need to exercise judgement and discretion, etc.

Analytical Requirements – This factor weighs the relative character or intricacy of work processes and the range of thinking, analysis and judgement required while doing the work.

Decision Making/Consequence of Error -- this factor considers the questions, problems or types of cases which the employee makes



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recommendations or decisions which could have an adverse effect on the agency, individuals, etc.

Public Contact – This factor measures the nature and significance of interpersonal communications within the work unit, agency, community, department, etc.

Independence of Action – measures the nature of instructions given, supervision received and initiative exercised.

Working Conditions/Hazards – the risks, hazards and discomforts of physical surroundings and safety regulations required.

Knowledge, Skills and Abilities Required – actual KSA's required for full performance of the work.

Supervision Exercised – Supervisory and managerial responsibilities for work functions such as planning, organizing, directing, budgeting, training, setting work standards, reviewing work, evaluating performance, disciplinary actions, and the variety of work supervised, dynamics, number of staff, locations, etc.

THESE THINGS DO NOT COUNT IN CLASSIFICATION DECISIONS:

- Employee personality
- Volume of work
- Unusual qualifications
- Outstanding Performance
- Unusual Diligence or Overtime
- Length of Service
- Financial Need
- Labor Market/ Scarcity of New Employees